TILAK MAHARASHTRA VIDYAPEETH, PUNE MASTER OF BUSINESS ADMINISTRATION (M.B.A.) EXAMINATION : JUNE –JULY - 2022 SEMESTER - IV

Sub: Cross Cultural & Global Human Resource Management (MHR404)

Date:	07/07/2022	Total marks: 60	Time: 10.00am to 12.30pm	
		SECTION – I		
Q. 1.	Fill in the blanks.		(5	5)
1.	The biggest issue dealing with cross-cultural communication is the difficulty created by barriers.			,
	a) Language c) Dress-code	b) eye contact d) dialogue		
2.	The non-citizen employees of a country in which they are working are classified as			
	a) Expatriates	b) Subordinates		
	c) Foreign Nationals	d) None of the al	pove	
3.	If the employee is citizen of the country where the operation is located but headquarters are located in another country then employee is classified as a) expatriates b) third country nationals			
	c) host country nationals	d) third world en		
4.	The United States citizen work in China, in subsidiary of the company whose headquarter is located in United States, an example of a) expatriates b) home country nationals			
	c) second country nationals	d) both a & b		
5.	The process of training, planning and reassignment of employees to their belonging countries is classified as			
	a) Repatriation	b) distant assigni	nents	
	c) foreign advancement	d) expatriation		
Q. 2.	Answer the following. (Any Tw	vo)	(20	0)
X • 2 •				.,
1.	Explain the global staffing management in detail.			
2.	What is the strategic role of Human resources Management?			
3.	List down the various Traits of Cross-Cultural Leader.			
4.	Throw some light on Cross-Cultural Talent Attraction and Retention.			
Q. 3.	Write notes on. (Any Two) Repatriation		(10	0)

- 1. Repatriation
- 2. Global HRM
- 3. Managing Remote Employees

CB 60:40

SECTION – II

Q. 4. Case Study

Aero designs, manufactures and sells commercial airplane engines worldwide. It currently has over 1,000 employees in its three locations, including 500 at its global headquarters in Canada, 300 at a manufacturing plant in the U.S., and now over 200 at its newest manufacturing plant in Mexico.

The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. The only experience Aero has had in opening a new subsidiary prior to Mexico was in the U.S., where corporate values and policies were taken up by American employees with little difficulty. The problems in the Mexican plant seem to centre around poor communications between the managers, who are mostly Canadian, and its new employees, who are mostly from Mexico.

"We want our corporate culture to be the same everywhere," explains Aero's CEO, Ms. Mary. She says "We want everything we do in Canada to be the accepted standard practice across all of our locations, but that just doesn't seem to be getting across the employees in Mexico." Ms Mary continues that all new employees are trained in Aero's corporate culture via discussions with their managers and corporate brochures/reading materials. She says that her Canadian managers in Mexico are frustrated with the Mexican workers' abilities to learn Aero's culture and that, as a result, productivity at the plant has been negatively impacted.

The managers of Mexico complain that employees at the new plant do not speak their mind very often, and often seem to stress harmony with each other over learning Aero's culture. Managers are also frustrated that staff meetings frequently start late due to the lateness of employees. The employees, who are younger than their managers on the average, are frustrated that they are not told exactly how to do their tasks; instead, they are told to read their employee manuals for guidance. They are concerned that Aero managers are too impatient with them about learning the policies. They feel they have been left to their own devices to figure out how things work, which often causes them to stay late at work. What is more, staying late on their shifts often causes them to be late for staff meetings, where they are often berated by managers for not acting like "good Canadian employees".

Question:

- i. Explain how the CEO Ms. Mary will solve the problem of cultural difference.
- ii. List down the problems that employees are facing.

Q. 5. Answer the following:

a) How does communication and family factor play an important role in Selection of employees for International Assignments?

OR

b) What is Cross-Cultural Leadership and why do we need it?

(15)

(10)